City of
FRESNO

INFORMATION SERVICES DEPARTMENT

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TO: BRUCE RUDD, City Manager
               RENENA SMITH, Assistant City Manager

FROM: CAROLYN T. HOGG, Chief Information Officer

BY: FRESNO INNOVATION INFORMATION TECHNOLOGY ADVISORY
               COMMITTEE (FIIT)

SUBJECT: PROGRESS REPORT

EXECUTIVE SUMMARY

Computers, software and infrastructure have become aged, inadequate, beyond vendor support and sometimes incapable of meeting government regulatory standards. Due to limited funding, departments found themselves making decisions that may have addressed priority or short term requirements, but also discovered network incompatibilities and implementation difficulties which sometimes lead to crisis-driven technical support. Less decision-making collaboration has adversely affected the City as well, such as purchasing varieties of software that filled the same type of need, duplication of employee efforts with data entry, and an inability for technology systems to share data and integrate well.

In order to maintain the best value for public funds, improve citizen and staff customer service experiences, and to embrace efficient new technologies in as many areas as possible, a cross-departmental committee was formed to address these issues.

BACKGROUND

In August of 2014, the City Manager requested that a citywide group be formed to aid in making technology project decisions through a collaborative effort. The City Manager's Office and the Information Services Department formed a committee made up of technology decision makers from each department, which included some Directors.

Assessment activities included:
- Roundtable discussions around goals of the committee identifying efficiencies and overcoming hurdles
- FIIT Committee survey on ISD customer service

- Citywide survey on ISD customer service
- Inventory of all software programs
- Short Term technology projects slated for 2016
- Technology governance policies

Assessment Summary

IT Master Plan Mission Defined: To deliver a well-defined plan to develop, sustain, and implement an evolved, effective, efficient and innovative overall information system

Goals:
- Articulate a Master Plan, be organization driven in decision making
- Communicate between departments
- Establish accountability, measure outcomes and follow best practices
- Be adaptable across departments
- Improve technology decision making through a governance plan
- Enhance resource management
- Optimize staff and increase productivity
- Provide better data and timely information
- Improve customer service
- Be cost effective
- Remain current
- Be transparent to the decision makers, the public and to staff

Customer Service Survey Analysis
Questions were asked about various types of service requests, quality, professionalism and timeliness of services, and specific collaboration (or lack thereof) with ISD when planning for, selecting, and implementing new technology products, and training.

Strengths indicated that general day-to-day technical systems are operating well. Overall satisfaction with ISD is very good. Help Desk received high marks in professionalism, accuracy and completeness. Service area strengths were noted in email support, desk phone / voicemail, password assistance and being responsive for urgent requests. 92% usually / always consult ISD prior to new technology decisions.

Improvement areas included timeliness of support and project implementation as great concern albeit; lack of technical staffing was acknowledged as a major contributor. Lack of appropriate / complete training and the desire for more ongoing training is also staff's top priority.   A gap exists between ISD and some implemented technologies, causing inconsistencies in inventory, licensing, and support capabilities. Other weak areas include Wi-Fi coverage, VPN access, and after hours Help Desk response.

Current State Of The City's Technology Environment
An inventory list was created of over 6000 software programs currently installed in the city. Over 3000 software programs were identified needing updates, software not being

used, streamlining opportunities and version updates to be considered, unapproved software installations, and applications needing security validation.

Current Department Specific / Multi-Department / Citywide Needs and Projects
FIIT members submitted all known technology projects, creating a comprehensive Anticipated Needs List. There are 19 projects in progress this budget cycle and 95 Short Term technology projects for 2016 Budget. FIIT will begin to prioritize these projects in first quarter 2015 as Phase 2.

Technology Governance Policy Creation
Mid-way through Phase 1, the committee realized the growing value and importance of policy dialogue. The remaining Phase 1 time was then shifted to collaborative policy creation. These policies will become the foundation to build upon in Phase 2; the FY 2016 budget, and future years. Future technology recommendations to the Mayor, City Manager and City Council will, therefore, have greater analytic value.

OUTCOMES TIED TO ASSESSMENT
The FIIT Committee fulfilled a narrow scope of deliverables, which have widespread implications. Taking the time to collaborate has resulted in a positive citywide cultural shift working on common IT goals rather than just departmental goals.

The following Governance Policies have been drafted by the committee with departmental representatives acting as the lead:

- System Integration: Setting guidelines regarding system integration when considering new software implementations and/or upgrades.

- Standards for Information Technology: A comprehensive set of approved specifications along with clear processes whenever a deviation from a standard is requested.

- Geographical Information System (GIS): Roles/Responsibilities/Resources defined to establish/maintain a GIS serving citizens and staff with reliable data.

- Prioritization of Information Technology: Matrix of methodology guidelines prioritizing IT projects setting strategic priorities, not daily operational demands.

- Enterprise Wide Software: Establishes guidelines when considering enterprise wide software for procurement, upgrade, or replacements.

- Open Data: This policy is designed to facilitate a more transparent environment increasing civic engagement and following regulatory data security mandates.

- Social Media: Provides guidelines for uses of the city's social media sites including information ownership/exchange, accuracy and confidentiality, employee conduct, social media inventory best practices

Other policies identified to date to be developed in Phase 2 include:

- Centralized / Decentralized Technical Staffing
- Training
- Hardware Replacement
- Legacy System Transition Plan
- Software Functionality Assessment (for cross department utilization)
- Security

NEXT STEPS
The committee will continue to finalize new policies that result in good discussions however; the first action will be to use the prioritization matrix to determine the strategic IT priorities for the 95 Short Term 2016 Budget Technology Projects for recommendation to the City Manager and Mayor. ISD will also evaluate the following:

- Moving to Internet Explorer 10: (IE10): web applications were defined that need decisions made by individual departments in order to migrate to IE10
- Continue working with departments to review Currently Installed Software Inventory Analysis moving forward with version control, deleting/licensing illegal applications, redundancies, removing or archiving unneeded programs, etc.
- Perform a functionality assessment of applications to determine redundancy and available options for departments to consider when filling an application need.
- Review the Security Assessment and Roadmap including a policy update and addressing security issues noted in the audit.
- Other topics expected to be discussed with FIIT include business continuity, data capacity, back-ups, and additional policies as FIIT progresses.

The detailed Progress Report is attached as well as Appendices referencing:
- FIIT Committee Members
- FIIT Committee Updated Charter
- Citywide ISD Customer Service Survey Results Analysis
- Departmental and Citywide Anticipated Needs
- FIIT Committee Policies referenced in this Executive Summary

I would like to acknowledge the incredible amount of time and commitment the FIIT Committee members took on behalf of the City's technology strategy. Being tasked to develop a technology strategy went above and beyond their normal work assignments placing high demands on their time, however, because of the collaboration of ideas, Phase 1 of the FIIT Committee's goals have been very successful. The high-energy and passionate debates were inspirational, leading to co-creation of policy that will serve as the foundation blocks as we move into Phase 2 of a comprehensive technology strategy plan.